



Economic Development Strategy

REVISED DRAFT ACTION PLAN

October 11, 2006

Draft Vision Statement

The City of Sherwood will drive economic development and support businesses that provide jobs for our residents by building on our assets and developing the necessary infrastructure to retain existing businesses and support new businesses. Economic development will also be supported by maintaining our livability and character as a clean, healthy, and vibrant suburban community where one can work, play, live, shop and do business.

Draft Goals, Objectives and Actions

Goal 1: Support existing businesses and recruit additional businesses that provide local family-wage jobs.

	OBJECTIVE	TIMELINE			LEAD	SUPPORT	RESOURCES NEEDED
		Short Term (1-3 years)	Mid Term (3-10 years)	Long Term (10 - 20 years)			
1.1	Capture existing workers in Sherwood who now work elsewhere.						
Action(s)	1. Designate a local business recruitment and retention specialist to guide implementation of the economic development strategy.	✓			City	OED, OECDD	Staff
	2. Develop a strategic agreement with the Sherwood School District, Portland Community College, the Oregon Graduate Institute and other higher education partners to develop a well-trained workforce that is aligned with the needs of businesses. Identify actions to accomplish this objective (e.g., identification of a satellite training facility).	✓	✓	✓	City	Higher-Ed, Sherwood School District	Staff

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		Short Term (1-3 years)	Mid Term (3-10 years)	Long Term (10 - 20 years)			
	3. Continue provision of incubator space for Sherwood-area entrepreneurs.	✓	✓		City	Chamber	Annual costs
	4. Pursue “economic gardening” or entrepreneur facilitation to spur new small businesses and networking among existing businesses.	✓	✓		City	Chamber, RBP, OECDD	Staff
1.2	Provide locations and support for local jobs for local residents.						
Action(s)	1. Work with the Chamber of Commerce, state agencies, and other stakeholders to conduct outreach to existing businesses to help them expand in Sherwood. Organize a proactive network of business clusters including: light manufacturing, specialty contractors, creative service professionals, home-based businesses, amusement/recreation/lodging, educational facilities, and health care.	✓	✓		City	Chamber	Staff
1.3	Support and build upon manufacturing and other industries likely to produce family-wage jobs.						
Action(s)	1. Review Sherwood’s development fees as compared to other communities to ensure competitiveness, and align the fee structure according to targeted business expansion, recruitment, and fiscal objectives.	✓			City/ SURPAC	Development community	Staff, SURPAC
	2. Initiate annexation and development strategy for Area 48 and Area 54-55 as market conditions warrant.		✓		City/County	WACO, Metro	CET Grants

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	3. Review and refine permit process and set performance goals for quick turnaround for identified shovel ready sites.	✓			City	ERT: DSL OECD, DEQ, CWS	Staff

Goal 2: Support tourism as an economic engine of Sherwood.

	OBJECTIVE	TIMELINE			LEAD	SUPPORT	RESOURCES NEEDED
		Short Term (1-3 years)	Mid Term (3-10 years)	Long Term (3-20 years)			
2.1	Promote the cultural arts and historical attractions as tourism generators.						
Action(s)	1. Update marketing strategies periodically. Participate in regional marketing coalitions, such as recreation and winery groups.	✓	✓		Chamber, WACO Tourism Board	NW Viticulture Center, Willamette Valley Visitors Assn., OR Tourism Commission	
2.2	Continue to promote sporting events (i.e., Sports Town USA) as a tourism engine for Sherwood.						
Action(s)	1. Develop coordinated strategy with youth sports associations, school district, and Parks Board.	✓			Chamber	Sports organizations, Parks Board	Staff, media/print costs
	2. Implement strategy.		✓	✓	Chamber	Sports organizations,	Staff, media/print

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						Parks Board	costs
2.3	Leverage the presence of the Tualatin River National Wildlife Refuge, and its anticipated 50 to 60 visitors per day, to increase tourism in Sherwood.						
Action(s)	Identify funding source to implement Wayfinding Master Plan	✓			Chamber, City	TRNWR, State Parks & Recreation	Staff, media/print costs
2.4	Promote Sherwood as the “Gateway to the Oregon wine country” (cultural tourism).						
Action(s)	1. Develop a marketing strategy to promote Sherwood area wineries and tourism events, including as a destination gateway to the Yamhill wine country. Set annual targets for advertising, public outreach and communications.	✓			Chamber	City, Realtors, Wineries,	Staff, media/print costs
2.5	Address the lack of hotels or other bed and breakfast lodging within the city limits to increase Sherwood’s tourism potential.						
Action(s)	1. Identify candidate sites; work with possible developers.	✓			City	Development Community	Staff

Goal 3: Develop the infrastructure and services necessary to support economic development in Sherwood.

	OBJECTIVE	TIMELINE			LEAD	SUPPORT	RESOURCES NEEDED
		Short Term (1-3 years)	Mid Term (3-10 years)	Long Term (10-20 years)			
3.1	Identify and protect strategic industrial and other employment sites.						
Action(s)	1. Create and maintain a list or database of vacant and buildable industrial and commercial sites by lot size and owner contact. Consider creating a series of site profiles and coordinate with the Regional Business Partners and OECDD certification program. Make information available on the city's website or state website - www.oregonprospector.com . For example, to focus redevelopment and related investments, create a "top ten" list of sites to target in the short term.	✓			City	ERT: OECDD	Staff
	2. Identify constraints and barriers to development to properties on the "top ten" list. Create an annual work program to respond to those issues accordingly, including annual budgets for capital improvements and assigned staffing to implement the work program.	✓			City	Property Owners/Realtors Development Community	Staff
3.2	Prioritize infrastructure improvement projects according to their anticipated economic benefit.						
Action(s)	1. Review capital facility plans to ensure planned investments match target areas.	✓	✓		City/SURPAC Budget Committee		Staff
3.3	Calculate the employment land mix necessary to help the city be self-sustaining in terms of the provision of						

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	adequate utilities and services.						
Action(s)	1. Adopt and integrate the vision, goals, and objectives, economic opportunities analysis, and any other economic development strategy recommendations, including preference for a preferred job growth target based on development objectives, as well as the medium or high growth scenario.	✓			City/ SURPAC/ Planning Commission	Chamber	Staff
	2. Identify school sites and preferences for future K-12 public schools in Sherwood through school facility plan. Update inventory accordingly.	✓	✓	✓	School District	City	
	3. Prepare and adopt concept plans for Area 48 and Areas 54-55 in cooperation with Tualatin and Washington County, ODOT, Metro, affected property owners and citizens. It is expected that Area 48 would primarily consist of industrial, office and ancillary retail uses. Area 54-55 is expected to primarily consist of housing, mixed use (neighborhood commercial), and educational facilities. Ensure that the concept plans for these areas provide at least 27 acres for new commercial development, 74 acres for new industrial development, 10 acres for a new public works yard, and 35 acres for one new elementary school, one new middle school, and one new high school. The identified acreages are consistent with those in the medium growth scenario.	✓			City	Metro, Washington County, City of Tualatin	Staff, grants
	4. Update public facility plans for water, sewer, stormwater, and parks after completion of concept plans for Area 48 and Areas 54-55.		✓		City		Staff
3.4	Encourage the growth of a variety of restaurants and retail establishments that would cater to business people.						
Action(s)	1. Determine City's participation in the redevelopment	✓			City/SURPAC	Development	Staff

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	of the Cannery site. If the City becomes the master developer, solicit developers through requests for proposals or qualifications as a public/private partnership for redevelopment. Create a viable proforma based on soft and hard costs and net operating income to identify the level or share of public investments needed to make the project financially successful for the City and developer.					Community	
3.5	Improve transportation access to support tourism and other economic development strategies.						
Action(s)	1. Participate actively in the location strategy for the I-5/Hwy 99 connector, representing Sherwood's interest in the location and relation economic development objectives.	✓	✓		City	County, ODOT, Metro, Chamber	Staff
	2. Continue to implement the Transportation System Plan with the objective of creating a multi-modal transportation network in Sherwood, with connections to regional bicycle facilities.	✓	✓		City	WACO, ODOT Metro	Staff

Goal 4: Develop a local workforce of residents whose skills are compatible with the needs of local businesses.

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4.1	Identify the workforce needs of local employers.						
Action(s)	1. Schedule a focus group to discuss target area clusters and supportive strategies; collaborate with the Chamber of Commerce.	✓			City	Chamber, Oregon Employment Department	Staff
4.2	Provide workforce training for Sherwood residents.						
Action(s)	Develop a smart growth model for future development of new schools (See also G3.3.A2). As part of this process, identify viable school sites based on principles and preferences in the model for future K-12 public schools. Expand educational training and advancement for high school students, and create workforce training linkages for local businesses with higher education providers, such as George Fox University and Portland Community College.		✓		City	Sherwood School District, Portland State University, Portland Community College, George Fox University and/or others	Staff